2245 The Product That Nobody Told the Guest About

Product Book · https://kb.jeffreysummers.com/docs/2245-the-product-that-nobody-told-the-guest-about/

The menu change that confused the regular Guest who had been ordering the same item for two years. The service standard adjustment that felt arbitrary to the Guest who experienced it without context. The physical change to the room that disoriented the Guest who had built a habit around the previous layout. The price increase that arrived without explanation and felt like a betrayal to the Guest who trusted the building.

Every product change produces an empathy infrastructure requirement — the designed communication that helps the Guest understand what changed and why, that acknowledges the disruption to their relationship with the building, and that invites them back into the experience rather than expecting them to adjust silently.

[Empathy Infrastructure] in the Product fundamental is the communication architecture that surrounds every product change. Not the announcement — the empathetic framing that reads the Guest's likely experience of the change before deciding how to introduce it.

The Guest who has been ordering the same item for two years is not experiencing a menu change. They are experiencing a small loss — the familiar thing they relied on, the ritual they built around the visit, the prediction that the experience would be what it had always been. The operator who introduces the change without acknowledging that loss has missed the empathy signal. The operator who names it — "we know some of you have been ordering this for years, and here's why we made the change and what we think you'll love instead" — has demonstrated that the building sees the Guest as a person, not a transaction.